

Organizational Readiness Assessment— Feedback

Explanation of Feedback

The assessment instrument was divided into several sections. Three sections are weighted more heavily than the others—these are capability, culture and attitude. These areas will have the most impact on the initiative as well as being the ones that require the most effort to change—if change is necessary.

Feedback at-a-glance:

Score	Description
Scores below 65	<p>You have indicated some work will need to be done before an eLearning initiative will be successful in your organization. The first step is to ask yourself if eLearning is really the right solution for you. If you conclude it is a necessary next step, consider taking the following steps:</p> <ul style="list-style-type: none">• Do a deeper analysis of the areas of concern.• Figure out which are the top 2 or 3 you will focus on—hopefully the ones that will have the greatest impact on the initiative• Bring in as much expertise and assistance to help change that area of the organization as possible
Score between 66 and 131	<p>Most respondents will find themselves in the situation you are in. Some areas of the organization are clearly going your way, and some are in need of attention. This is not unusual when considering such a large scale change as implementing an eLearning system.</p> <p>Read over the areas of concern in detail below and focus carefully on making changes in those areas, while at the same time being careful not to move your areas of leverage in the wrong direction.</p> <p>It sounds like a tall order, but with the right expertise it is possible!</p>
Scores above 132	<p>Based upon your responses to the questions, it appears you are in an ideal situation to take benefit from the eLearning initiative. Implementation should be relatively trouble-free and the people in your organization appear ready to try it.</p> <p>This does not mean you can be lax. There is still a great deal of work to do to make sure the design and selection of systems is the right fit with your group, that communication is constantly maintained both within and between your group, and that the troubles of others do not jeopardize your solution.</p> <p>In order to maximize the initiative, it is suggested you become a proactive champion of the initiative—and maybe even involve some of your employees in that endeavor.</p> <p>With your experience and overall readiness, you will be a great asset to other groups who may need more guidance or support.</p>

Access

Score	Description
Scores between 0 and 9	<p>You have indicated your organization is very low tech. This could possibly be a serious concern that needs to be addressed. If the only issue is not having had the budget or prior need for technology, this will be one of the easiest areas to remedy.</p> <p>On the other hand, access is not usually as straight forward as it may seem. Given the relative ease and low cost of obtaining computers and fast internet access, when an organization does not have these things it is typically an indication of other underlying issues. Ask yourself if your reasons for not having the necessary technology is one of the following:</p> <ul style="list-style-type: none"> Trust or security issues—For example, supervisors or others being concerned about productivity and what employees will do with internet access; management worrying about hackers or viruses tapping into vital information Conflicting Priorities—For example, if senior management restricts your technology budget because the organization's priorities are different from the divisions priorities <p>If so, you will need to focus on some of the other organizational areas such as strategy, politics, priorities, etc...</p>
Scores between 10 and 21	<p>It appears you have some computing strength and internet access. The most essential step you can take now is to begin assessing the general technological requirements of most eLearning systems that are applicable to your organization. You can easily do this even before deciding to go ahead with the initiative. Simply read reviews online, call others to benchmark best practices, or speak to vendors informally at conferences.</p> <p>The next step will be to determine if the reason for your technological situation is strictly logistical—budget and such, or if it is a deeper issues—organizational priorities or strategy does not include equipments, trust or security issues prevent management from providing employees with access, and so on.</p> <p>If the former is the case, it is just a simple matter of switching some focus. If the latter is the issue, you will have to focus on some of the other elements of the organization such as politics, strategy, and priorities.</p>
Scores between 22 and 27	<p>Access is a tremendous strength for you. You have computing power, internet access, and a technology savvy workforce. This can be leveraged to your advantage by:</p> <ul style="list-style-type: none"> Volunteering to be the department that does pilot tests or evaluative trials for possible products Increasing your visibility in the organization by offering to act as an advisor to those who need to improve their access.
Answers questions B1, B2, or B10 with a zero or one AND getting a score of between 10 and 27.	<p>Not having adequate access to computers or reliable fast internet connections is a problem you will have to address. While this can be one of the easiest areas to solve, in order for eLearning to be effective this should not be left to the last minute.</p>
Answers questions B4 with Yes.	<p>"Be sure to factor in the costs and potential space requirements associated with equipment for your special needs employees."</p>
Answers question B5 without checking any boxes.	<p>"Ergonomic issues can come back to plague an organization. It may seem like a small concern relatively but if you don't protect your employees from them you can wind up with—at best—people who have lower productivity and at most—worker's comp suits."</p>

Capacity

Scores between 0 and 15	<p>This is a very important area for you to focus on. You have clearly indicated an infrastructure that is inadequate to support this initiative.</p> <p>Unless you are on the eLearning architecture team or in the IT department, many facets of capacity may be beyond your direct control. That does not mean you can not have a significant impact. Depending upon your position and experience, you might consider some of the following:</p> <ul style="list-style-type: none"> Putting together a committee or task force to educate and lobby senior management for support Developing an evaluation plan for a pilot project and offering to contribute resources towards its implementation Decreasing your reliance on your internal IT department by shifting some of your technology needs to outside vendors in exchange for support for the initiative
Scores between 16 and 24	<p>In this era, capacity is stretched for everybody. It seems people are almost always working hard just to catch up—let alone able to take on anything new. It appears you are fortunate. Although your organization is also stretched, there is some room to accommodate a new initiative that will make life easier in the long run. Factors that will determine whether you become stretched too far, or able to fit the initiative into your current configuration include:</p> <ul style="list-style-type: none"> Whether senior management makes eLearning a high priority and your organization responds accordingly, by shifting resources from a project that is more mature Whether the IT department takes proactive steps to ramp up to support the initiative Whether the vendor who may be providing some third party solutions has the capacity to make up for some of the time and resource challenges in your organization.
Scores between 25 and 34	<p>Capacity is a strong and important asset for you. You have indicated your organization has strong support for the initiative from management, the IT department, and the eLearning team. The key focus for you is to stay diligent. Make sure this capacity does not slip or change as other needs arise or as internal changes (i.e. management changes, responses to external pressures) take place.</p>
If response to B1 is No AND any score is obtained.	<p>The fact that a leader of your organization has not made a public statement supporting the initiative is a serious liability. Either this indicates the goals of the organization are not aligned with the goals of the people who are championing the initiative, or there are other priorities that senior management does not feel can be displaced. At this point you should rethink your strategy and do what is necessary to try to get a senior level champion on board. If this does not happen, you will find yourself facing barriers that otherwise might disappear.</p>

Alliances & Alignment

Score Between 0 and 14	<p>The level at which the eLearning initiative will be implemented plays a critical role in understanding whether your responses to the alliances and alignment questions indicate a significant barrier for you to address.</p> <p>If your division is expected to function on its own and following suit the initiative is only intended for your division, this may not be as significant as your responses at first indicate. It is clear there is not a great deal of cross-pollination between the training department and other departments either in terms of informal exchanges or formal interactions.</p> <p>If the training department is working with you directly and you will be using an external vendor to supply all your IT needs around the eLearning initiative (i.e. if it is an ASP hosted remotely) than you would still be wise to consider the long term effects of this lack of connection. However, you may be able to have a successful initiative, at least until other departments also develop eLearning initiatives in parallel.</p> <p>What is more likely however, is that your division is part of several others that are involved in the initiative—and if this is the case alliances and alignment is an area that requires attention. When it comes to eLearning, the training department and the IT department are analogous to the sales and service divisions of a car</p>
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	<p>dealership—although they are focused on different aspects of the car, both are equally important to it's sale and maintenance.</p> <p>You have indicated extremely tenuous ties between different divisions as well as a lack of comprehensive talent on the eLearning team. If you are unable to take any steps to create a tighter connection between disparate groups, you will at least need to focus on the following:</p> <ul style="list-style-type: none"> • Creating clear and detailed documentation to ensure all members are aligned on the purpose and methods to be used • Involve as many relevant members of different departments to participate in planning and strategy sessions. This may not only ensure groups are not working at cross purposes, in the long run it may lead to closer informal connections. • Develop a shared knowledge repository accessible across the organization
Score between 15 and 29	<p>Based upon your responses, it appears you may sometimes have good cohesion between some departments but in other areas relations may be strained. If your eLearning initiative is going to remain within your division, this may be less of an issue immediately—but it will certainly arise later as your seek to expand the program's reach to become compatible with organization wide systems.</p> <p>If the eLearning initiative is to be adopted on an enterprise level, or across numerous groups, it is critical you focus on gaining more cohesion and mutual cooperation between groups.</p> <p>The best approach for you to take might be one of the following:</p> <ul style="list-style-type: none"> • Sponsor a pilot project in which different groups are equally represented and their needs and goals are equally met • Sponsor a study providing anonymous feedback asking individuals in the two groups for suggestions on ways to work together more closely.
Score between 30 and 44	<p>You might consider your organization to be a well-oiled machine in which different groups seem to work together naturally—each supporting and assisting the other.</p> <p>Clearly, there is a strong connection between the training and IT department and good cross pollination between all groups. This will greatly facilitate the development and implementation of an enterprise wide eLearning system, if that is your objective, as well as prevent the problems that typically plague large organizations from occurring. For example, reinventing the wheel, competing for scarce resources, compromising on quality and features.</p>

Capability

Score between 0 and 9	<p>Three sections of this assessment were weighted more heavily than the others: Capability, Culture, and Attitude. The reasons for this are threefold:</p> <ol style="list-style-type: none"> 1) All the other sections focus on areas that do not require significant interpersonal interventions—rather they typically require more logistical or strategic changes. 2) The other areas can be worked around depending upon the scope and breadth of the desired initiative whereas these three can not be circumvented 3) The other areas are, relatively speaking, easier and faster to change than capability, culture and attitude. <p>The good news is, of these three heavily weighted sections, capability is the one that is easiest to change. You have indicated serious attention needs to be focused on continuous learning. Feedback is not being obtained and integrated on a regular basis. Knowledge is not being shared regularly. And the eLearning initiative team needs to develop certain skills and abilities.</p> <p>While all of these could potentially be indicative of a greater cultural issue, it is also possible no-one has taken the time or effort to operationalize continuous learning. A few steps you can take immediately include:</p> <ul style="list-style-type: none"> • Sponsoring a customer satisfaction study • Creating reward programs tied to acceptance of and integration of feedback • Introduction of events and actions facilitating knowledge transfer such as monthly brown bag lunches, newsletters, and informal get-
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	together both within your group and with other groups
Score between 10 and 16	<p>Three sections of this assessment were weighted more heavily than the others: Capability, Culture, and Attitude. The reasons for this are threefold:</p> <ol style="list-style-type: none"> 4) All the other sections focus on areas that do not require significant interpersonal interventions—rather they typically require more logistical or strategic changes. 5) The other areas can be worked around depending upon the scope and breadth of the desired initiative whereas these three can not be circumvented 6) The other areas are, relatively speaking, easier and faster to change than capability, culture and attitude. <p>The good news is, of these three heavily weighted sections, capability is the one that is easiest to change. You have indicated some facets of your organization are indicative of an environment of continuous learning, but not all.</p> <p>The more continuous learning is taking place in the organization, the more effective the eLearning program will be. Build upon what you already have in place to make a more robust learning environment.</p>
Score between 17 and 27	<p>Three sections of this assessment were weighted more heavily than the others: Capability, Culture, and Attitude. The reasons for this are threefold:</p> <ol style="list-style-type: none"> 7) All the other sections focus on areas that do not require significant interpersonal interventions—rather they typically require more logistical or strategic changes. 8) The other areas can be worked around depending upon the scope and breadth of the desired initiative whereas these three can not be circumvented 9) The other areas are, relatively speaking, easier and faster to change than capability, culture and attitude. <p>You have clearly achieved an organization of continuous learning. Knowledge is shared frequently and readily. Feedback is eagerly sought and integrated into the core of the organization.</p> <p>The challenge will now be to select the right mix of eLearning to make sure you do not unintentionally tamper with what is going right.</p> <p>Given that you have accomplished something very significant, you could be an asset to others who are struggling with capability. Some ways you can leverage this asset include:</p> <ul style="list-style-type: none"> • Serving on a committee or task force to do an in-depth study of the capability in other divisions • Conducting a workshop, sponsoring a brown bag lunch, or doing a webcast focused on helping others develop a continuous learning environment. • Interviewing a variety of organizations that have adopted different eLearning methods to assess which have the best fit for your division or organization

Culture

Score between 0 and 8	<p>As mentioned previously, culture is one of the sections that is weighted twice and the most difficult to change. The only way to change a culture quickly is to do a mass replacement of people—being sure to include those people who were responsible for setting the tone of the culture.</p> <p>This is neither feasible nor an optimal solution for most organizations. Given that your culture poses some serious challenges for eLearning—it is risk averse, hierarchical and non-reflective—you are in immediate need of some interventions which will begin to move the group towards a culture shift.</p> <p>In order to change the culture, many underlying assumptions and processes will need to be changed. This can include everything from the reward system to</p>
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	<p>the physical layout of the office. It will be a never-ending process but your eLearning initiative will run a serious risk of failure if efforts are not directed towards that end immediately.</p> <p>A suggested route is to hire an external organizational development professional who will be able to help you analyze, prioritize, and modify.</p>
Score between 9 and 15	<p>As mentioned previously, culture is one of the areas that is weighted twice and the most difficult to change. The only way to change a culture quickly is to do a mass replacement of people—being sure to include those people who were responsible for setting the tone of the culture.</p> <p>This is neither feasible nor an optimal solution for most. Your culture has many things going for it, and just a few areas that might be in need of attention.</p> <p>The first step is to do a more in-depth assessment of exactly which elements of the culture can become more hospitable to an eLearning initiative. Based upon the results you may want to hire an external organizational development professional to assist with some interventions.</p> <p>Bear in mind that changing a culture is a continual process requiring constant diligence and a multi-faceted approach.</p>
Score between 16 and 23	<p>As mentioned previously, culture is one of the areas that is weighted twice and the most difficult to change. The only way to change a culture quickly is to do a mass replacement of people—being sure to include those people who were responsible for setting the tone of the culture.</p> <p>Fortunately, you seem to have an ideal culture for eLearning. People are comfortable taking risks and expect to be rewarded for it, value is placed on reflection and feedback, and the distinction between supervisors and employees is not strong.</p> <p>As with capability, your focus should be on selecting the eLearning blend that will not in any way jeopardize your open culture.</p> <p>And also as with capability, you can leverage this culture by</p> <ul style="list-style-type: none"> • doing outreach activities that facilitate development of a learning culture for others • joining the eLearning team and evaluating eLearning options • providing developmental opportunities for your employees by asking them to serve as consultants to groups who want to develop eLearning cultures

Communication

Score between 0 and 10	<p>Like culture, attitude is weighted twice in this assessment because of its relative importance to the success of an eLearning initiative.</p> <p>Your responses indicate attitude may be a serious barrier to the initiative. Unlike all the areas of the assessment, this is the one area over which you have almost no control to make any change. Since the beginning of time, the prehistoric equivalent of philosophers, psychologists, and even doctors have debated the question of whether a person's attitude can ever change—let alone be changed.</p> <p>There are two ways you can attempt to bring this change about:</p> <ol style="list-style-type: none"> 1) You can focus on changing your own attitude. Using the self-reflection assessment learn how you feel about eLearning and learning in general. There are numerous resources to help guide you in the change process. A professional in your human resources department should be able to assist you in this endeavor. 2) You can do activities that encourage others to see things differently—to educate them or simply expose them to a different way. For example, if a senior manager is not receptive to the use of computers, find something that he or she would really like to be able to do, that can only be done, or can be done much more easily, on a computer.
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	Getting greatly discounted airline tickets, looking up real time stock prices, researching a health issue, or viewing a favorite city through a webcam are just a few examples.
Score between 11 and 21	<p>Like culture, attitude is weighted twice in this assessment because of its relative importance to the success of an eLearning initiative.</p> <p>Your responses indicate eLearning would receive a lukewarm reception in your organization. The good news is, it is easier to make people feel more favorably about something once they are already open to exploring it.</p> <p>Now is the time for you to quickly spring into action and</p> <ol style="list-style-type: none"> 1) focus on figuring out who is already feeling somewhat favorably towards eLearning, technology, and learning 2) determine which activities and information will increase their positive regard for the initiative 3) and dedicate your best efforts towards those activities <p>Unfortunately, there is little hope of changing the attitude of those people who are dead set against it. You can try doing the following, but changing another's attitude is difficult even in the best of circumstances:</p> <ul style="list-style-type: none"> • Do activities that encourage others to see things differently—to educate them or simply expose them to a different way. For example, if a senior manager is not receptive to the use of computers, find something that he or she would really like to be able to do, that can only be done, or can be done much more easily, on a computer. Getting greatly discounted airline tickets, looking up real time stock prices, researching a health issue, or viewing a favorite city through a webcam are just a few examples.
Score between 22 and 37	<p>Like culture, attitude is weighted twice in this assessment because of its relative importance to the success of an eLearning initiative.</p> <p>You should consider yourself either quite fortunate or quite talented. Having a division with a culture so amenable to eLearning is unusual. You should simply continue to do what you are doing—but keep a sharp eye out to make sure you select an eLearning system that will not interfere with your high quality culture, but instead will enhance it.</p>